

Doctor of Public Administration Program

Student Handbook**

2010-2011

University of Baltimore

June 2010

**Does not replace the content of the official UB Graduate Catalog the student came under. Please consult the catalog for policies governing doctoral students.

Welcome to the University of Baltimore's Doctor of Public Administration Program

The Doctor of Public Administration program is specially designed to provide senior-level public managers and prospective faculty the substantive skills, knowledge and values necessary in this era. As a student in the program, you will develop a thorough knowledge of the legal, ethical and political environments of public administrators. You'll understand the administrative functions of governmental agencies and gain expertise in strategic planning, advanced management techniques, program implementation and results-based leadership. You'll learn in an intellectually stimulating environment with faculty who are nationally and internationally known for their scholarly and practical work in the field of public administration.

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THE FACULTY

DPA Program Director

Dr. Patria de Lancer Julnes, associate professor. Areas of research interest and expertise: performance-based management—emphasis on performance measurement and utilization; government accountability; citizen-driven governance; and comparative and international public administration.

Contact information: 410.837.6053; pjulnes@ubalt.edu.

Faculty Members

Dr. Samuel L. Brown, associate professor and director, M.P.A. Areas of research interest and expertise: normative aspects of health disparities; evaluation studies; community placement of children with mental disabilities.

Contact information: 410.837.6091; sabrown@ubalt.edu.

Dr. John J. Callahan, executive in residence and director, B.S., M.S. in Health Systems Management. Areas of research interest and expertise: public finance and budgeting; intergovernmental relations and federalism; health care reform; biopreparedness; and leadership and crisis management.

Contact information: 410.837.6174; jcallahan@ubalt.edu.

Dr. Thomas A. Darling, associate professor. Areas of research interest and expertise: strategic planning; dispute resolution; application of information technology to individual and group decision-making in the public sector.

Contact information: 410.837.6195; tdarling@ubalt.edu.

Dr. Louis C. Gawthrop, professor. Areas of research interest and expertise: public management, bureaucratic politics, organizational theory and public sector ethics

Contact information: 410.837.6096; lgawthrop@ubalt.edu.

Dr. Ed Gibson, assistant professor. Areas of research interest and expertise: performance management; public finance with emphasis on equity investment in municipalities; and ideational influence on policymaking.

Contact information: 410.837.6117; egibson@ubalt.edu.

Dr. Don Haynes, associate professor. Areas of research interest and expertise: public policy analysis; environmental and natural resource policy; and survey research.

Contact information: 410.837.6196; dhaynes@ubalt.edu.

Dr. Lenneal J. Henderson, distinguished professor. Areas of research interest: energy and natural resource policy; urban and metropolitan policy and administration; international and comparative administration; and race and ethnic politics.

Contact information: 410.837.6198; lhenderson@ubalt.edu.

Dr. George Julnes, associate professor. Areas of research interest and expertise: program evaluation studies; program evaluation theory; disability policy; and human services.

Contact information: 410.837.6256; gjulnes@ubalt.edu.

Dr. C. Alan Lyles, professor; Henry A. Rosenberg Professor of Public, Private and Nonprofit Partnerships. Areas of research interest and expertise: managing pharmaceutical supply: domestic and international; health insurance initiatives; prevention and treatment of obesity, substance abuse and other lifestyle consequences.

Contact information: 410.837.6101; calyles@ubalt.edu.

Dr. Lorenda A. Naylor, assistant professor. Areas of research interest and expertise: child welfare; privatization; and administrative reform.

Contact information: 410.837.6089; lnaylor@ubalt.edu.

Dr. Christine S. Spencer, associate professor. Areas of research interest and expertise: Access to health care for vulnerable populations; disparities in quality of care; mental health; health economics; and reimbursement issues.

Contact information: 410.837.6055; cspencer@ubalt.edu.

Dr. C. Richard Swaim, associate professor. Areas of research interest and expertise: elderly policy; public administration and the arts; non-profit management.

Contact information: 410.837.6113; rswaim@ubalt.edu.

Dr. Laura Wilson-Gentry, professor, executive director and chair School of Public Affairs. Areas of research interest and expertise: program evaluation; policy studies of welfare reform and the working poor.

Contact information: 410.837.6102; lwgentry@ubalt.edu.

Dr. Heather Wyatt-Nichol, assistant professor. Areas of research interest and expertise: diversity management, ethics, family friendly-workplace policies, organizational behavior and social equity.

Contact information: 410.837.6173; hwyatt-nichol@ubalt.edu.

Adjunct Faculty

Dr. P. Ann Cotten, director, Schaefer Center for Public Policy. Areas of research interest and expertise: strategic planning; performance measurement; program evaluation; survey research; focus group moderation; public sector management; managerial accounting; and workforce planning.

Contact information: 410.837.6188; acotten@ubalt.edu

DEGREE REQUIREMENTS

DPA students are required to complete 48 credits beyond their master's degree. The curriculum consist of seven core courses, two methodology courses, three specialization courses and 12 hours of dissertation research. Student need to have a 3.00 GPA to graduate. The program requires:

Core Courses (21 credits)

PUAD 810 Foundations of Public Administration (3)
PUAD 811 Strategic Management in the Public Sector (3)
PUAD 813 Seminar in Doctoral Research (3)
PUAD 814 Program Implementation (3)
PUAD 815 Public-Sector Financial Analysis (3)
PUAD 817 Introduction to Program and Policy Evaluation (3)
PUAD 824 Organizational Theory (3)

Advanced Methodology (6 credits)

PUAD 831: Case Study and Qualitative Methods
PUAD 832: Quantitative Methods (may be replaced with another methods course after receiving approval from the DPA Director).

Specialization Courses (9 credits)

All students must complete three courses in a field of specialization such as program administration, program evaluation; health administration; or administration of justice. Students may create their own specialization upon receiving approval from their advisor.

Students may transfer up to nine credits (9) of specialization courses taken elsewhere. These courses cannot be more than seven years old and should not have been used to fulfill the requirements of another degree. Please consult the catalog for addition information.

Dissertation Research (12 credits)

PUAD 899 Dissertation Research

Before enrolling in this course students must: 1) complete all course work; 2) have a topic and working title for their dissertation; 3) have their Dissertation Committee Chair sign off a completed DPA Check List form (Appendix A); 4) have the form verified by the Program Coordinator; and 5) submit the form to the DPA Director.

Continuous Enrollment

All graduate students at the University of Baltimore are expected to finish their degrees within 7 years from initial enrollment (this includes the dissertation) in the program. In some circumstances you can file for an exemption to the seven year rule. Included in this request for an exemption should be a plan for how you intend to complete the degree in the most expeditious manner. Failure to follow this plan will result in dismissal from the university. Also, even if an exemption is granted courses older than seven years will need to be retaken.

Students are expected to be continuously enrolled in classes. The University does recognize that there are circumstances that may create the need for students to absent themselves from studies: If they expect to be gone longer than 180 days, then students should file for a leave of absence from the program—this keeps students under the catalog they came in under. However, the leave of absence does not stop the 7 year clock. Consult the catalog for procedures to follow.

Students are required to take at least nine credit hours across the Fall and Spring semesters each year until they complete the required courses for the program. Once they are ready to sign up for PUAD 899, they must sign up for at least three credit hours per semester of PUAD 899 until they exhaust the required 12 hours of PUAD 899. Once they've done that, they need to sign up for 1 credit hour per semester of PUAD 898.

THE DISSERTATION

The final product that is required for completion of a doctoral degree is a serious scholarly undertaking. It gives students an opportunity to integrate the knowledge and skills that they have acquired over their course of study; it provides a way to incorporate the theory, research methods, and practical knowledge of the discipline into a single project. It is expected to contribute new knowledge and/or new application of knowledge to the field of study. Finally the dissertation demonstrates that students have developed expertise suitable for a person who bears the title “Doctor”. It is quite an accomplishment.

Exception: DPA candidates admitted prior to Fall 2006 are subject to the catalogue current at the time they were admitted to the program: All graduate students at the University of Baltimore are expected to finish their degrees within 7 years from initial enrollment (this includes the dissertation) in the program. Any courses older than 7 years will be dropped from consideration for graduation and students will be required to take these courses over again.

Students are expected to be continuously enrolled in classes until the core courses and specialization classes are completed. The University does recognize that there are circumstances that may create the need for students to absent themselves from studies: students remain active if they don't take classes for two semesters or less (not including summer sessions). If they expect to be gone longer than two semesters, then they should file for a leave of absence from the program—this keeps students under the catalog that they came in under. However, if they don't file the request for the leave of absence, they must reapply for readmission to the program—such readmission is not guaranteed and if granted, can come with stipulations.

The dissertation is not equivalent to the end product of an independent study or to a big paper written to satisfy a course requirement. First, a dissertation is not measured by its size. Second, a dissertation is not completed when you decide you've done all you want to do; instead, it is finished when your Dissertation Committee Chair and Committee Members say it meets standards. A student usually takes at least one year to satisfactorily complete the dissertation (after it has been fully conceptualized).

Dissertations are graded Pass/Fail. While students are working on a dissertation, they receive a CS (continuing studies) grade each semester for those credits for which they have registered. This grade is changed to Pass when, in the judgment of the Chair and Committee, they have satisfactorily completed all of the requirements (accepted proposal, completed work, successful oral defense, submission of final documents to ProQuest and to Langsdale Library for print).

Some students may come to the program with an idea of what they want to do for their dissertation work. Others discover their interest in a topic during course work. Regardless, they should discuss their research interest and the requirements of the dissertation with the DPA Program Director early in their career. In this way they can be pointed in the direction of faculty members who may share their interest in the topic. Also, professors are always available to talk with students; and don't underestimate the valuable insights you can gain from talking about your ideas with your classmates!

The costs of doing a dissertation are borne by the student; there is no University or College financial support for completing this work. It is certainly possible that participation in faculty members' research projects during graduate studies will provide support for the dissertation, but at this time there is no direct subsidy for graduate research. Costs for using licensed questionnaires and survey instruments, reprographic costs, and paper costs are the responsibility of students. Costs for using computer lab hardware and licensed software at UB are covered by special fees paid by students. Special photography or printing costs must also be anticipated.

Costs for the assistance and mentoring provided by faculty members are covered in the tuition payments for these dissertation courses. However, as explained above, if students do not complete the dissertation within the required number of credit hours listed in the catalog, they must pay additional tuition and fees to cover the costs of these services.

STEPS TO GETTING A DISSERTATION PROSPECTUS ACCEPTED

There are various ways in which students approach their dissertation. This section outlines processes that must take place for a prospectus to be approved. Some of these steps occur sequentially; others occur simultaneously.

Choosing a Chair

The first thing that students must do is select a Dissertation Committee Chair (or find a Chair who will select them). The Chair must be a full time University of Baltimore faculty member in the College of Public Affairs¹ (in public administration division or health services administration) . A faculty member is not obligated to take on the responsibility of directing dissertations. Faculty members usually direct dissertations that interest them and are related to their own research agendas. Faculty members may refer students to someone else in the department whom they believe has better expertise in the area a student wishes to pursue. Faculty members are limited in the number of dissertations that they can direct at one time. Providing dissertation advice is a very time-consuming process for a faculty member. So, at times a faculty member may have to say no, even if they are very interested in a student's topic².

Selecting Committee Members

Dissertations are not under the sole direction of one individual faculty member. Each dissertation involves a committee of faculty members who must give approval to the project. Besides the Chair (who is a full time program faculty member), there are two other Committee Members who assist with the dissertation.

For doctoral dissertations, Committee Members must possess a doctoral degree and must be members of the full time University of Baltimore faculty. In certain cases, one of the two Committee Members may be a doctoral level academic or professional who works outside the university. However, this exception requires PRIOR written approval of the Dissertation Chair, the Program Director, and the Dean.

This Committee should be put in place early in the process of the dissertation, before the proposal is ready for approval. But this is not necessarily done before the study is well outlined. Committee members are just that – members of a committee. As such they have a right to provide input along the way in the dissertation. Nonetheless, they are not the student's primary contact, the Chair is. Moreover, they probably do not expect to be involved in every little detail of the project in the same way that the Chair is involved.

¹ In the School of Public Affairs we limit Chairs to full-time faculty at the Associate or Full Professor level. However, currently there is a proposal under consideration to allow senior Assistant Professors to serve as Dissertation Committee Chairs in special cases.

² So how should you go about finding a Chair? I encourage you to read Laurie L. Hernandez's (1996) "In Search of a Dissertation Committee: Using a Qualitative Research Approach to Study a Lived Experience" (<http://www.nova.edu/ssss/QR/QR2-4/herandez.html>) for ideas on how to go about such an important quest.

In most cases students will find it unproductive to give all committee members all copies of drafts of the prospectus and/or (later) the dissertation itself. While they should develop the content of the prospectus in concert with all Committee Members, they should not have all of them edit every early draft. It is the responsibility of the Chair to monitor the process and to involve or help students involve the committee members appropriately.

Developing a Prospectus³

It goes without saying that students should check with their Committee Chair to determine what she or he wants included in the prospectus. Next is a guideline to be followed by students entering the DPA program beginning in the Fall of 2009 and current students whose Committee Chairs allow it.

In consultation with their Committee Chair, students will prepare a prospectus of approximately 30 pages (10 pages is too short and 45 pages is probably too long) including references. Attachments should include a timetable that outlines each stage of the proposed project and expected (guesstimate of) completion dates.

What's included in the dissertation prospectus? In essence the dissertation prospectus should answer three questions: 1) What are you doing? How are you doing it? 3) Why is it important that you do it? To accomplish this the prospectus should include:

- **Topic/Central Question/ Thesis Statement:** This clearly states the research problem or research question or set of questions that the dissertation will attempt to find answers to. The topic must be of central importance to the field of public administration, of interest to the student, acceptable to the Dissertation Chair, and “doable.” This section should convince readers that you will be making a contribution to the field, not simply repeating what has already been done.
- **Knowledge Base/Literature Review:** The dissertation proposal (and the dissertation itself) must be grounded in the relevant literature related to the topic of study. A properly conducted literature review helps students shape their research and link it to the larger field of public administration. More specifically, it should help refine the research question(s), develop the research design and develop hypotheses, and, ultimately, help in the interpretation of the findings of the research. The literature review should critically evaluate existing knowledge and clearly identify the gaps that the dissertation will fill. Thus, it should not be confused with an annotated bibliography.

Always listen to your Committee Chair. And remember: your Chair has the final word.

³ Many sources were used in developing this section of the Handbook. You are encouraged to review them. These include: USC School of Policy Planning and Development (<http://www.usc.edu/schools/sppd/private/documents/doctoral/resources/dissertationproposal.pdf>); University of Nebraska at Omaha (<http://avalon.unomaha.edu/pubadminphd/resources/DissertationGuidelines.pdf>); University of Florida (<http://plaza.ufl.edu/edale/Notes%20for%20dissertation%20prospectus%20writers.htm>); University of Oklahoma (<http://www.ou.edu/cas/psc/graduate/phdprospectus.html>)

- **Theoretical Or Conceptual Model:** this is the essence of the dissertation. This represents what the research is about and why it is important. The model is grounded in the relevant literature and guides the research, determining what things will measure, and what relationships the student will look for. An ill-conceived theoretical or conceptual framework will render the rest of the prospectus useless.
- **Research Design:** This describes the procedures to be used to accomplish the specific aims of the project. It is important to note that the research question should dictate the research design. Some questions are best suited for a quantitative design while others may call for a mixed-methods approach. Thus, student should not approach their dissertation topic thinking that they will use one method or another before they settle on the research question(s). It will be very counterproductive to do so. Here students will describe how they propose to collect their data and the techniques that will be used for analysis. The proposed data collection and techniques for analysis must be consistent with the proposed research design (i.e. quantitative, qualitative, or mixed-methods).
- **References:** The references should not be excessively long. Only those works that are **central** for your problem and that have been cited in the text should be included. However, note that the research must be well grounded in the literature. Thus, students may choose to include as an attachment a bibliography that includes work that is relevant but not central to the research at the time the prospectus is prepared.

*In terms of formatting the prospectus, you should follow the **Author-Date Style** version of the University Of Chicago Manual Of Style. After all, the final dissertation must be formatted using this particular style. The last part of Appendix B: Dissertation Preparation Guide provides some of the formatting rules. Please consult the actual manual.*

Next is formally presenting and defending this proposal to the Chair and Committee Members.

Defending the Prospectus

The approval of the prospectus occurs through a formal meeting of the full Committee and the student. At least three weeks prior to the date of this meeting, the student presents each committee member (including the Chair) with a final draft of the project proposal. This allows the committee members ample time to read and critique the prospectus.

At this meeting, the graduate student is expected to formally present a verbal outline of the proposal to the group. The student may use appropriate software for this presentation, which should take between 20 and 30 minutes. If the project cannot be presented succinctly within that time frame it is probably not well developed. The student presentation is followed by questions and suggestions from the Committee Members.

The student will leave the room and the Committee will render one of the following decisions:

1. Proposal not accepted and not eligible for follow-up review.
2. Proposal not accepted as it presently exists, but specific changes and/or additions are recommended with follow-up review to occur by a specific date.
3. Proposal accepted with minor changes to the final draft of the proposal. (In this case the Chair will see that the modifications are made within two weeks.)
4. Proposal accepted as is.

Good News: some version of your approved prospectus will reincarnate in the introduction chapter of your dissertation.

The Chair immediately communicates orally to the graduate student the decision that has been made. The Chair shall, in addition, communicate a decision of the first or second case in writing with a copy to the DPA Program Director. In the second case the Proposal must again be formally presented by the candidate and formally reviewed by the Committee Members. At this second presentation one among decisions (1), (3) or (4) above must result. NO proposal is permitted a third review.

When the third case results, the Committee Members and the student sign and date the Proposal Approval Form (see Appendix D). The student has two weeks to make the modifications; when they are complete the Chair signs the approval form and gives a copy to the student. The original of the approval form and a copy of the final Proposal are forwarded by the Chair to the DPA Program Director within two business days.

When the fourth case results, the form can be immediately signed by all present. Again a copy of this form is given to the student and the original, with a copy of the proposal attached, is given to the DPA Program Director for the file.

The Dissertation Proposal, as accepted, is a firm agreement. The Chair and Committee Members can hold the student responsible for doing whatever was stated in the proposal; that means that the student may not finish if everything is not completed as stated. In addition, the approved Proposal provides a protection for the student. The Chair and Committee Members may not add on to the proposal or ask the student to do additional work beyond that agreed upon. Of course, by mutual agreement, the proposal may be amended. If amendment will provide a better product, it deserves careful consideration. In any case, either the student or the Chair may require that amendments be put in writing.

Seeking Institutional Review Board Approval for Research

Students are required in all cases to submit an Application for Approval of Research, whether or not it involves human subjects, (see Appendix C) to the Institutional Review Board (IRB) for review of their research proposal. In many cases, this will be pro forma (that is, there is no harm or minimal potential for harm to subjects); in other cases, there may be some question and this submission and approval will be a critical step in the process. Approval from the IRB must be

obtained AFTER the dissertation prospectus has been defended successfully. If any significant changes are made to the prospectus after the initial review then IRB review must re-occur.

WHAT HAPPENS AFTER THE PROSPECTUS IS APPROVED?

Different students will use different approaches. However, everyone will spend their time developing the rest of the chapters of the dissertation, implementing their research design to collect and analyze their data, and writing about the findings. Students write about what they have done in order to make the results public and contribute to the body of knowledge in their chosen field.

During this time students will complete several drafts of the dissertation. These drafts will be reviewed by the Chair and, under his/her advice, by the Committee Members. Students should expect writing and rewriting several times and anticipate that their efforts to make deadlines will be thwarted. Everything will take much longer than you originally planned.

If you expect to graduate at the end of a specific semester, you must reach this point early in that semester. Completion of dissertations ordinarily occurs in fall or spring semesters, not a summer semester. Thus, the Oral Defense must be held by March 15 if you wish to graduate in May and by October 15 if you wish to graduate in December.

Unfortunately, although the dissertation may be *the one big event in a student's life*, it is not the one big event in the Chair's and/or Committee Members' lives. Thus, students should strive to be patient, persistent, and flexible. Usually, if students have been dutiful, Committee members will do all they can to see that deadlines are met.

HOW DO YOU COMPLETE THE DISSERTATION?

Students can probably expect that their dissertation will undergo several drafts; but there will come a day when the Chair and Committee Members say that their work is essentially finished. This means that all major issues surrounding the project have been resolved and dealt with; it also means that materials are well edited and approved. At this moment students are ready to prepare the final "draft" copy (in print – and, where required, electronic – form) of their work.

When the Chair and Committee Members have approved, students may schedule the Oral Defense of their dissertation. They should follow the guidelines of their Chair for this scheduling process. The Oral Defense is open to the university community and especially to the faculty and students of the graduate program in which the student is enrolled; the student, the Chair and Committee Members must be in attendance.

Remember: faculty members need adequate turn-around time (a minimum of three weeks) to read your drafts and give you feedback.

There are usually follow-up corrections that must be completed after the Oral Defense. In addition, students are required to have their thesis or dissertation bound and submitted to Langsdale Library and to ProQuest (the University of Michigan). Completing these finishing requirements takes some time. Students cannot receive approval for graduation until the Oral Defense is successfully completed. Also, they cannot receive a passing grade and/or their diploma until all additional requirements have been met.

Oral Defense

The Oral Defense includes a public presentation of the dissertation and its results and a private question and answer period with the Committee. Students are given a maximum of thirty minutes to present the crux of their project. This presentation can be thought of as a preparation for a presentation at a professional conference (though you would be lucky to get more than 15 minutes at a professional conference). In order that this exposition shows the work in the best possible light, students are required to use professional presentation techniques that are appropriate to their work.

As part of the scheduling of the Oral Defense it is the student's responsibility to obtain all necessary materials for the presentation and to coordinate the room reservation with their Dissertation Chair. In addition, students should prepare announcements of the event for posting at the University. Students should NOT prepare copies of the project for those who attend (although these are required for the Chair and Committee Members), but must prepare brief handouts or copies of their presentation for those who attend. The Dissertation Chair may require that other materials be submitted.

The public presentation is immediately followed by a private questioning session and "defense." (Only the student, the Chair and the Committee Members are present.) The Committee Members will ask questions about the dissertation work. In addition, they may require that certain corrections or changes be made. These will not usually be substantive but, in certain rare cases, may be. Students should not come to this moment unless the dissertation is "just about finished."

After the questioning session and defense, the student will leave the room and the Chair and Committee Members will render a decision about the dissertation. The Director will take the responsibility of recording any changes, corrections, and/or additions that must be made so that this information can be communicated accurately to the student (and within two business days) in writing. The student will return to the room and the Chair and the Committee Members will report the decision. If the student has done the work in accordance with what is outlined here and required by the Dissertation Committee, this will be a time of celebration!

The following results may occur at the end of an Oral Defense:

1. The dissertation is not accepted as it presently exists, but specific changes and/or additions are recommended with follow-up review to occur by a specified date.

2. The dissertation is accepted with minor changes on the final copy. (In this case the Chair will see that the modifications are made within two weeks.)
3. The dissertation is accepted as is.

In the rare case that (1) has occurred, the student will be required to defend the dissertation a second time and graduation will be delayed. Only ONE additional oral defense is permitted.

If (2) or (3) have occurred, the dissertation has been approved and the second page of the printed document may be prepared (see Appendix D). This page contains the original signatures of the Chair and Committee Members. Two original signature pages (on high quality paper) – see Preparation Guide (Appendix B)– are required. The Committee Members may sign at the end of the Oral Defense; the Chair may sign only after any required changes in (2) have been made. One original of this signature page must be filed with the DPA Program Director and the second original must be presented to Langsdale Library in order to have the dissertation bound.

Document Binding

To really be done students must complete any changes or corrections required by decision (2) above and then obtain the signature of the Chair and Committee members on the two original signature pages. Second, they must print their dissertation and present it for binding at Langsdale Library as well as submit it to ProQuest (University of Michigan) for publication. Students must provide the Chair of their committee with a signed receipt to that effect (see Appendix F). Then (and not before) the chair can submit a final grade for the course so that the student can officially graduate and obtain the diploma.

To have the “masterpiece” bound at Langsdale Library:

1. Determine the total number of copies that you would like to have made – including the required number of copies for the University of Baltimore. Typically, three to five copies are needed. Required copies for UB include:
 - a. Two copies for Langsdale Library (one is for special Collections and the other is for Circulating Collections).
 - b. One for your graduate program to be submitted to the Program Director

Other copies can include:

- c. One for yourself
 - d. any number – for others (family, friends, etc.)
2. Print one copy of your final manuscript on high quality paper. Take this original (including the original signed second page) to a professional copier for the necessary number of copies, at least two. You may have to supply the copier with high quality paper (see Appendix B). These copies must be exact reproductions of the original (that is, no shrinkage, margin changes, etc. may result from the photocopying) if the manuscript is to meet binding standards. At University of Baltimore the Publishing Center offers copying of a student’s dissertation rather inexpensively. The Center is

located on the basement level of the Academic Center and their phone number is 410-837-5224. Turnaround time depends on the time of the year. During exams and at the start of any semester allow additional time to prepare your copies. Of course, you may use any copying service that you wish. The cost of this copying is borne by you.

3. Take all of the paper copies for binding to Mr. Ted Kruse in Technical Services located in the basement of Langsdale Library. He submits the copies to be bound. Binding is burgundy with gold lettering; it creates a distinctive document representative of you and of UB. Langsdale Library pays for the two copies they require; you are expected to pay for the copy required by your graduate program and for any copies for yourself or others. Payment by check is required so that you have a receipt; Langsdale does not accept credit card payment. Make out the check to UB Langsdale Library and include your social security number. Ask Mr. Kruse to sign the required departmental receipt so that the Chair of the dissertation can issue a grade (again, see Appendix F). The binding process occurs twice a month on Thursdays and turnaround takes approximately two weeks. In late summer binding is done less frequently.
4. Langsdale Library will transmit the bound copy for your graduate program to the program director. You must pick up the copies you ordered for yourself and your family and friends.

Now you are truly finished; congratulations, Doctor!

APPENDIX A: DPA CHECK LIST

** All course work must be completed before registering for PUAD 899. This form must be signed by the Dissertation Committee Chair and verified by the Program Coordinator before permission to register can be granted.

Student ID: _____ Date of Admission to the Program: _____

Student Name and Signature: _____

COURSES	SEMESTER	GRADE	TRANSFERRED
PUAD 810 Foundations of Public Administration (3)			
PUAD 811 Strategic Management in the Public Sector (3)			
PUAD 813 Seminar in Research (3)			
PUAD 814 Program Implementation (3)			
PUAD 815 Public Sector Financial Analysis (3)			
PUAD 817 Introduction to Program and Policy Evaluation (3)			
PUAD 824 Organizational Theory (3)			
Specialization Courses (9 credits)			
Advanced Methodology (6 credits)			
PUAD 831: Case Study and Qualitative Methods			
PUAD 832: Quantitative Methods			
Other:			
Dissertation (12 credits)			
PUAD 899 Dissertation Research			

Working title of dissertation: _____

Committee Chair (name and signature): _____

(Date)

Other Dissertation Committee Members (if known): _____

Program Coordinator (signature): _____

Ms. Tylis Cooper

(Date)

Approved Y[] N []

APPENDIX B: DISSERTATION PREPARATION GUIDE AND CHECKLIST FOR PROSPECTUS AND DISSERTATION

This Preparation Guide is intended to supplement style information contained in the University Of Chicago Manual of Style required for use in the dissertation for the DPA program at the University of Baltimore.

DO NOT USE THE HUMANITIES VERSION of the University of Chicago Manual of Style. Use the Author-Date version.

This style manual is quite complete in the area of stylistic rules and guidelines. You are expected to use the manual and online materials provided by this organization in order to produce a professional product that correctly utilizes the citation methods and stylistic features of the style manuals. It is your responsibility (to be verified by the Chair of your thesis or dissertation) to use these features correctly.

Please note that style manuals are primarily written for those who are preparing articles for professional journals. As such, they do not provide specific directions for the formatting of the final printed document. The difference that should be noted is that when you prepare a manuscript for the typesetter (as the profession was called), you do not format the finished product yourself. Instead you provide suggestions for the typesetter. This is not the case with a dissertation. When you complete a dissertation you actually prepare the finished product for binding. For this reason it is important that you follow certain formatting and other guidelines so that your bound manuscript looks professional and reads well.

You, the graduate student, must assume primary responsibility for the content, writing, and format of your dissertation. This includes the substantive content of the dissertation as well as avoidance/correction of all errors – typographic, format, spelling, grammar, syntax, etc. The Chair and Committee Members will determine whether the finished document meets required academic standards for content and writing; they will also provide guidance and assist you in understanding and meeting the technical requirements.

The Dissertation Chair may choose to apply these rules for the presentation of the Prospectus.

Manuscript Preparation

1. The standard page size is 8 1/2 x 11 inches. You are, however, strongly advised to use twenty-four pound acid free paper of at least 25% fiber content. This is NOT the standard copy paper that you see in this document in your hand. You must use this paper for the bound copies of your thesis; you do not want to waste money by using it for all the drafts.
2. The manuscript should be printed on one side of the paper only. If at all possible you should use a laser printer (it will give you the best copies); a good ink jet printer will probably be adequate.

3. Many typefaces are available on most modern printers. You must use a common, non-script typeface of 10 to 12 points in size. The recommended fonts are:

- 11 point Courier New
- 11 point Times New Roman
- 12 point Courier New
- 12 point Times New Roman

When you set up tables using a font like Times New Roman, which is a proportionally spaced font, some problems may result. Using Courier New (a fixed space font) will make that process easier. You are not permitted to switch from one font to another in the dissertation document.

4. Document margins should be 1” for the top, bottom and right hand margin. The left hand margin should be 1.5 inches to permit binding.

Arrangement of the Manuscript

Essentially the dissertation document consists of three types of pages: Preliminary Pages, Text Pages and Supplementary Pages. The order in which these pages must occur, a brief description of their content, and whether or not they are required is provided below. The appendices show how pages should be numbered and present information about margins.

Preliminary Pages

1. Title Page (Required)

This page includes the title of your study (in CAPS and lowercase), your name, a statement as to what this document is, the Division or School within the College, the University Name and the month and year in which your thesis is completed. A model is included in Appendix E. This page is required and you may not deviate from the wording of the content in the model.

In selecting a title for your thesis remember to include all necessary key words so that the content of your study is correctly and fully conveyed. The title should contain a maximum of 10-12 words. Omit any redundant words or words that do not contribute to the essential meaning. State your title so that it accurately reflects the meaning you intend. See the style manuals for specific guidelines and requirements. It is possible for the title to change between the Proposal and the final edition of the Manuscript.

2. Approval Page (Required)

This page contains the signatures of your Director and Committee Members. The example in Appendix C must be followed exactly. One original of this page is filed with the Graduate Program Director; one original is submitted and retained in a Langsdale Library bound copy.

3. Dedication Page (Optional)

If you use this, it should be brief and it must be centered (left-right but not top-bottom).

4. Acknowledgment Page (Optional)

Although optional, this page is customary. It is a statement of your appreciation to those who gave you special assistance or support in writing your project. It should not be an “Academy Award” acceptance speech. Center the word ACKNOWLEDGMENTS two inches from the top of the page. Start your text three lines below this heading and double space.

5. Abstract (Required)

The abstract should be prepared according to the directions contained in the style manual. With respect to length, you must strictly adhere to a single page limit for the abstract page. Center the word ABSTRACT two inches from the top of the page. Three lines below this heading, center the title of your dissertation exactly as it appears on the title page. Three lines below the title, center your name. Two lines below your name begin the text of your abstract.

6. Table of Contents (Required)

The Table of Contents should include any and all levels of subheadings you have employed throughout the dissertation. The wordings of headings in the table of contents must correspond exactly to the wording of those headings in your text. Indentations should follow the levels of the subheadings you are using. Most word processors have built-in mechanisms for creating a Table of Contents. They will achieve these exact matches and indentations if you format your document correctly as you create and edit it.

Only material that follows the Table of Contents is listed in it; preceding material is not included. Center the heading TABLE OF CONTENTS two inches from the top of the page. The arrangement or layout of the table of contents should be pleasing to the eye. It is usually best to include ellipsis marks (e.g., dots) to guide the reader’s eye from the entry to the page number.

7. List of Tables (Required sometimes)

This list is required if there are two or more tables in the document. The heading LIST OF TABLES should be centered two inches from the top of the page. The titles of the tables should be exactly as they appear on the table itself.

8. List of Figures (Required sometimes)

The list of figures is also required if there are two or more figures in the manuscript. Center the heading, LIST OF FIGURES, two inches from the top of the page. The list of figures should give the titles of the figures exactly as they occur with the figure itself. This format follows closely that of the list of tables.

Text Pages

1. Headings

Theses are organized by chapters, although you should **not** use the specific heading “CHAPTER #”. The required chapters for a dissertation are Introduction, Review of the Literature, Method, Results, and Discussion. There are a variety of books (see the references at the end of this manual), usually discipline specific, that will provide you with a good overview of what belongs in each of these chapters. Each chapter of your project should start on a new page. The title of the chapter (one of the five listed above) should be centered in CAPS and lowercase letters two inches from the top of the page. The text of the chapter should begin three lines below the title.

The selection and organization of headings and subheadings in a manuscript is presented in the style manuals. You should follow these guidelines carefully. Remember that each subheading must have at least one counterpart at the same level within a section; otherwise you don’t need the subheading. For the Methods section there are usually certain standard identifiers for subheadings that are used.

2. Tables and Figures

In times before the invention of sophisticated word processors, tables (and figures) were formatted separately and included at the end of a document. It was left to the professional typesetter to place them within the document. This no longer needs to be the case. For the purpose of your thesis or dissertation you are required to place tables and figures within the document so that the reader does not have to refer elsewhere. Tables and figures should ordinarily be placed at the end of the text of the first paragraph where they are referenced. Sometimes space does not permit this; in that case they should be at the start of the next page and remaining text should continue to fill the prior page (i.e., don’t leave gaps in the text).

3. Spacing, Indentation, Series, Block Quotations

The text of the thesis is double-spaced. Each new paragraph is indented 5 spaces or 1/2 inch from the left margin. In general, indentation in your thesis should be 5 spaces. Subsections are not separated from one another by additional spaces. The way in which subheadings and typed and subsections are indicated is specified in the style manual. The text of series and block quotations is indented 5 spaces or 1/2 inch from the left margin. Additional information about seriation and block quotations is given in the style manuals.

Be wary of using bullets; these are not standard professional writing tools, but have come into use with presentation software.

4. Explanatory Footnotes

Footnotes at the bottom of the page should not be used for citation; rather only to provide additional explanation to a statement in the text.

Supplementary Pages

1. Appendix or Appendices (Required sometimes)

This section contains your questionnaires or other instruments used to gather data. It could also contain large tables that are not appropriately placed in the text itself. In some disciplines it would contain original data, mathematical derivations, computer programs, quotations too lengthy for inclusion in the text, or material not immediately essential for the understanding of the text. An appendix or appendices should follow the last page of the text. The section may be introduced with a consecutively numbered page on which the word Appendix or Appendices), in caps and lower case, is centered (left-to-right and top-to-bottom). If more than one appendix is used, each starts on a new page and the title, Appendix A, etc., must appear on the first page of that appendix. The arrangement of the appendices depends on the order in which you reference them in the text. Materials within each appendix should be grouped consistently and all pages should be numbered consecutively. If you create questionnaires or instruments for use in your study you will need to incorporate them here; keep this in mind when you first format them for use.

2. References (Required)

Each style manual provides clear guidance on how this section is to be prepared. When you first begin to make a reference list the plethora of rules can be daunting. Don't let that upset you; you will be able to sort them out. Certain reference types are so standard that you use them over and over and commit them to memory. Others are so unusual that you look them up as you face them.

You are required to adhere carefully to the rules stated in the style manual. Do not make a guess about what you should do; look it up in the manual. Only references actually cited in your document should be listed here. **Make sure that you do a cross check to verify that each citation is included and that no reference which has not been cited is included.** You are advised to prepare this section as you write the Prospectus rather than saving it for the end. However, because of repeated editing of the manuscript, it must be thoroughly checked against the text before you print the final copy of the dissertation.

Center the word References, in caps and lower case, at the top of the page. References should be single spaced within a reference and double spaced between references. Follow the instructions in the style manual for the construction of references.

Arrangement of Dissertation Prospectus

Should the Dissertation Chair so require, for the Prospectus, the only exception to the paper and typeface information previously stated for the Manuscript is that of paper quality. You may use standard copy paper for the proposal.

Preliminary Pages

Only the Title Page is required; do not include other preliminary pages.

Text Pages

All the information about text pages for the Manuscript applies here.

Supplementary Pages

You will have an appendix or appendices; these include any instruments that you will be using to gather data and measure variables for the dissertation.

You must include the Reference section.

In addition you must include a Time Table. While this is not immutable, it should be carefully designed and demonstrate that you have seriously thought about all the tasks still remaining for completion of your dissertation.

Doctoral Dissertation Checklist⁴

General Checklist for the Dissertation Prospectus

1. The title is clear and concise; 2. Problem is significant and clearly stated; 3. Limitations of the study are stated; 4. Limitations are well defined and appropriate to the solution of the problem; 5. Assumptions are clearly stated; 6. Assumptions are tenable; 7. The research projected by the proposal does not violate human rights or animal care obligations; 8. Important terms are well defined; 9. Specific questions to be studied are clearly stated; 10. Hypotheses, elements, or research questions are clearly stated; 11. Hypotheses, elements, or research questions are testable, discoverable, or answerable; 12. Hypotheses, elements, or research question are derived from the review of the literature; 13. Relationship of the study to previous research is clear; 14. Review of the literature is efficiently summarized; 15. Research design is clearly and comprehensively stated, and demonstrated to be related to the research questions, elements, or hypotheses; 16. Methods of data collection are clearly presented and demonstrated to be related to the research questions, elements, or hypotheses; 17. Techniques of analysis whether quantitative or qualitative are clearly stated and justified within the context of the research design; 18. Sentence structure, grammar, spelling, and punctuation are correct; 19. Material is clearly written; 20. Tone is unbiased and impartial.

⁴ Adapted from the University of Nebraska at Omaha:
<http://avalon.unomaha.edu/pubadminphd/resources/DissertationGuidelines.pdf>

Additional Checklist for the Dissertation

21. If used, tables or figures are used effectively. Textual explanation of the tables is provided along with the tables; 22. Results of the research are presented clearly; 23. Major findings are discussed clearly and related to previous research; 24. Importance of the findings is explained; 25. The relationship between the research and the findings is demonstrated with tight, logical reasoning; 26. Conclusions are clearly stated; 27. Conclusions are based on the results; 28. Generalizations are confirmed; 29. Limitations and weakness of the study are discussed; 30. Implications of findings for the field are discussed; and 31. Suggestions for future research are offered.

APPENDIX C: IRB APPLICATION

UNIVERSITY OF BALTIMORE

Application for Approval of Research Involving Human Subjects

This form is to be completed by the investigator who will submit it to the Institutional Review Board (IRB) for review and approval. Answer all the questions completely and spell out any acronyms. Include a copy of any applicable survey instruments with your application. When the IRB has approved the application, the investigator will be notified in writing. **Any changes to an approved protocol will have to be re-submitted for review and approval.**

	Researcher 1	Researcher 2
Name		
Department		
Phone #		
Status Faculty/ Staff/Student		
If student, faculty sponsor		
Project Title		
Agency Sponsor (if applicable)		
Grant number (if applicable)		
Project Duration	Estimated Start Date	Estimated End Date
Submission Date		
Exempt Status Do you believe your proposal is exempt from IRB Review?	In order to be exempt, you must answer the questions and satisfy the criteria in Parts A and B below. (Please answer after you complete checklists A & B.)	
	Yes	No
Expedited Review: Are you applying for expedited review?	Expedited review is possible only in one of two circumstances: 1. There is minimal risk to the participants <u>and</u> the researcher is not requesting the IRB to waive the normally required informed consent procedures. or 2. The IRB review is to evaluate minor changes in previously approved research.	
	Yes	No

<http://www.ubalt.edu/template.cfm?page=3048>

It is possible that your research is exempt from IRB review. Please complete Parts A and B below, regardless of whether you believe your research is exempt.

Part A – Please check Yes or No for each item, To be considered exempt, all answers must be No.		
Yes	No	Item
		1 Does the research involve as subjects prisoners, fetuses, pregnant women, the seriously ill, or mentally or cognitively compromised adults.
		2 Does the research involve the collection or recording of behavior which, if known outside the research, could reasonably place subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.
		3 Does the research involve the collection of information regarding sensitive aspects of subjects' behavior (e.g., drug or alcohol use, illegal conduct, sexual behavior)?
		4 Does the research involve subjects under the age of 18 (except as they are participating in projects that fall under categories 1, 3, 4, and/or 5 in Part B)? Category B 2 studies that include minors should be submitted for expedited review.
		5 Does the research involve deception?
		6 Do the research procedures generate any evident or foreseeable risk to the subjects?
		7 Is the researcher requesting that the IRB grant a waiver of the required informed consent procedures? (Note: informed consent procedures are not required when the research involves only observation of public behavior and in those cases a request for a waiver is unnecessary.)

Part B – Please mark Yes or No for each item below, regardless of whether you believe your research is exempt. To be considered exempt, at least one must be marked yes.		
Yes	No	Item
		1 Will the research be conducted in established or commonly accepted educational settings and involve normal educational practices (e.g., research on regular and special education instructional strategies, research on instructional techniques, curricula, or classroom management methods).
		2 Will the research involve the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, <u>where information is recorded anonymously</u> (i.e., so that the human subject cannot be identified, directly or indirectly through identifiers linked to the subject)? [Note - All survey/interview/observational research in which elected or appointed public officials or candidates for public office serve as subjects is exempt, whether or not data collection is anonymous.]
		3 If the research involves the collection or study of existing data, documents, records, pathological specimens, or diagnostic specimens then are these sources either a.) publicly available <u>or</u> b.) is the information being collected and recorded

		anonymously (i.e., in such a manner that subjects cannot be identified, directly or through identifiers linked to the subject)?
	4	Is the research (including demonstration projects) being conducted by or subject to the approval of federal department or agency heads <u>and</u> is it designed to study, evaluate, or otherwise examine one or more of the following: (i) public benefit or service programs (e.g., social security, welfare, etc.); (ii) procedures for obtaining benefits or services under those programs; (iii) possible changes in or alternatives to those programs or procedures; or (iv) possible changes in methods or levels of payment for benefits or services under those programs?
	5	Does the research involve taste or food quality evaluations or consumer acceptance studies and are the tested products wholesome foods without additives, or foods which contain additives at or below levels found to be safe by the EPA of the Food Safety and Inspection Service of the U.S. Department of Agriculture?

Is Your Research Exempt?

If your answers to Part A above are all No and at least one of your answers in Part B is yes, please answer YES to the exempt status question on the cover page of this application before continuing on.

Even if you believe you satisfy the criteria for exemption, the Institutional Review Board needs to review your proposal to confirm that.

Therefore, whether or not you have indicated that you are seeking exempt status, please CONTINUE ON to answer the questions in Part C.

Part C: About the Proposed Research – please answer all the questions in this section. Please be clear and concise, but provide enough detail so the Board can make an informed determination.	
1.	Describe the purpose of the proposed research and your research protocol. Avoid using acronyms or technical jargon, unless they are defined. Attach additional pages when necessary.
2.	Describe the human subject population (size, age, gender, and racial distribution) and how participants will be selected for inclusion in the research.
3.	Describe the type of data you will be collecting and how it will be collected, e.g., survey, interview, focus group, record review, etc. (Attach a copy of the questionnaire, interview guide, or other collection instruments.)

4. Does the research involve potential discomfiture or harassment to human subjects beyond levels encountered in daily life? Describe the potential discomfiture to the human subjects as the research is carried out.

5. Describe the potential benefits of the research.

6. Describe here the informed consent procedures and attach the informed consent statement:

7. Please answer the following:

Yes	No	
		a. Does the research involve protected subjects including prisoners, pregnant women, minors?
		b. Does the research involve UB Students as subjects/participants?
		c. Does the research involve UB Faculty or Staff as subjects/participants?
		d. Does the research involve deception?

8. Might the *disclosure* of the subjects' responses reasonably be expected to cause the subjects to feel embarrassed or that their privacy has been violated? Might disclosure place the subjects at risk of criminal or civil liability or potentially damage the subjects' financial standing, employability, or reputation?

If so, describe the procedures in place for protecting, privacy and prevent breach of confidentiality as well as the rights of the human subjects generally

9. Describe how and where the data (original documents and electronic databases) will be stored and protected.

10. Describe who will have access to the data.

Note: Any future additions or changes in procedures involving human subjects after the proposal has been approved must be brought to the attention of the Committee.

I agree to provide proper surveillance of this project to ensure that the rights and welfare of the human subjects are properly protected.

Signed, Researcher 1 (Date) Signed Researcher 2 (Date)

Signed, Faculty Advisor (Date)
(If Applicable)

We are familiar with and approve of the procedures involving human subjects associated with this project.

Signed, IRB Committee Chair (Date)

Signed, Dean (Date)

APPENDIX D: APPROVAL FORM

Dissertation Proposal¹ Approval Form

Please print:

Student Name _____

Program _____

Date _____

Thesis or Dissertation Proposal Title

Approval of the attached Dissertation proposal is indicated by our signatures below. The proposal conforms to IRB guidelines for research with human subjects.

Dissertation Chair

Date

Committee Member

Date

Committee Member

Date

Committee Member

Date

Student

Date

Program Director

Date

¹ A copy of the Thesis or Dissertation Proposal is attached.
Copy to student and original to student's file.

APPENDIX E: SAMPLE DISSERTATION APPROVAL PAGE

**This page illustrates how the approval page must appear.
The title of dissertation is in the position of these two sentences.**

A Dissertation

Submitted to
Yale Gordon College of Liberal Arts,
University of Baltimore
in partial fulfillment of the requirements for the degree of

Name of degree without abbreviations

by

author's name

Chair's name

Committee member's name

Committee member's name

Name of Division or School
University of Baltimore
Baltimore, Maryland
Month, Year

APPENDIX F: DISSERTATION VERIFICATION

(ACTUAL FORM SHOULD BE DOWNLOADED FROM THE LIBRARY'S WEBPAGE)

VERIFICATION FROM LANGSDALE LIBRARY THAT DISSERTATION PUBLISHING REQUIREMENTS ARE MET

Receipt for Submission of Doctoral Dissertation to Langsdale Library for Binding of Dissertation and Receipt for Submission of Doctoral Dissertation to ProQuest/UMI Dissertation Publishing

Student Name _____

Student Phone Number _____

Student Email address _____

Degree Program _____

Program Director _____

Dissertation Title

Two complete copies of the above dissertation (including the original signed document in which the faculty signified approval of the dissertation) were submitted to Langsdale Library for the bound editions required by the University of Baltimore.

In addition the amount of _____ was received for the binding of _____ additional copies of the dissertation. The purchase of additional copies is not required.

This dissertation has also been submitted to ProQuest/UMI Dissertation Publishing.

Librarian or Designate: _____ Date: _____

DIRECTIONS

Print a blank copy of this verification form from the pdf file online. The form can be found in on the Langsdale webpage. You will also find there information about the submission to ProQuest/UMI. The librarian whom you may contact with questions is Mr. Ted Kruse.

Steps in the process:

1. Defend your dissertation and, when the faculty committee agrees that all required work is complete, have the title page of the dissertation signed by each member of the committee.
2. Upload the final electronic version of your dissertation (and any required electronic components of it) to ProQuest/UMI. You must make credit card payment online when you do this. ProQuest/UMI will then contact the University to verify that your dissertation has been approved. So, it is important to move to the next step.
3. Go to Langsdale Library which requires two bound copies of the text of any dissertation and pays for binding those volumes. You are also required to pay for one copy of any text document for your academic program. In addition, you may purchase additional copies for your personal use.
For each bound copy of the dissertation you must submit to Langsdale a printed copy of the entire dissertation in the required format. One of the copies **MUST** contain the original signed title page on which the faculty members have attested to your successful completion of the dissertation. Additionally, a copy of that page should be included with each copy of the dissertation.
For some dissertations electronic records in an appropriate format must also be submitted to the library and the program.
Payment for personal copies must accompany the submission.
4. Complete the top of this verification form and take it with you to Langsdale Library and the librarian will sign it. He/she will give you two copies of it (one to keep for yourself and one to give to your dissertation director). He/she will submit the original of the verification form to your program director.
5. It is your responsibility to take the second copy of the signed verification form to your dissertation director who will then complete the paper work for grade changes for all of your dissertation (and continuous enrollment) credits.

In your very last semester here you must apply for graduation at the time you register for dissertation credit (or continuous enrollment). A grade for the dissertation (and hence your diploma) cannot be issued until all submissions above have been completed. In order for you to actually graduate in the semester in which you apply to graduate all of the above steps must be completed within 60 days of the last day of examinations.

**APPENDIX G: TITLE OF DISSERTATION WITH MORE THAN ONE
LINE**

A Demonstration of How to Position
The Title of the Manuscript
When It Contains More Than One Line

Author's Name

A dissertation submitted in partial fulfillment
of the requirements for the degree of
Doctor of Public Administration

School of Public Affairs

University of Baltimore
Baltimore, Maryland

Month, Year
[date of approval of dissertation]

ASPA'S CODE OF ETHICS

(American Society for Public Administration: www.aspanet.org)

I. Serve the Public Interest

Serve the public, beyond serving oneself. ASPA members are committed to:

1. Exercise discretionary authority to promote the public interest.
2. Oppose all forms of discrimination and harassment, and promote affirmative action.
3. Recognize and support the public's right to know the public's business.
4. Involve citizens in policy decision-making.
5. Exercise compassion, benevolence, fairness and optimism.
6. Respond to the public in ways that are complete, clear, and easy to understand.
7. Assist citizens in their dealings with government.
8. Be prepared to make decisions that may not be popular.

II. Respect the Constitution and the Law

Respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens. ASPA members are committed to:

1. Understand and apply legislation and regulations relevant to their professional role.
2. Work to improve and change laws and policies that are counterproductive or obsolete.
3. Eliminate unlawful discrimination.
4. Prevent all forms of mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
5. Respect and protect privileged information.
6. Encourage and facilitate legitimate dissent activities in government and protect the whistleblowing rights of public employees.
7. Promote constitutional principles of equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights.

III. Demonstrate Personal Integrity

Demonstrate the highest standards in all activities to inspire public confidence and trust in public service. ASPA members are committed to:

1. Maintain truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
2. Ensure that others receive credit for their work and contributions.

3. Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources or the acceptance of gifts.
4. Respect superiors, subordinates, colleagues and the public.
5. Take responsibility for their own errors.
6. Conduct official acts without partisanship.

IV. Promote Ethical Organizations

Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public. ASPA members are committed to:

1. Enhance organizational capacity for open communication, creativity, and dedication.
2. Subordinate institutional loyalties to the public good.
3. Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
4. Provide organization members with an administrative means for dissent, assurance of due process and safeguards against reprisal.
5. Promote merit principles that protect against arbitrary and capricious actions.
6. Promote organizational accountability through appropriate controls and procedures.
7. Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document.

V. Strive for Professional Excellence

Strengthen individual capabilities and encourage the professional development of others. ASPA members are committed to:

1. Provide support and encouragement to upgrade competence.
2. Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
3. Encourage others, throughout their careers, to participate in professional activities and associations.
4. Allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.

NOTES TO SELF

1. Join ASPA
2. Register for classes early
3. Carefully read the syllabus for each course
4. Two weeks into the course, re-read the syllabus!
5. Be mindful of all deadlines
6. Fill-out the DPA check list as I complete courses
7. Strive to follow ASPA's Code of Ethics in every aspect of my professional life
8. Re-read ASPA's Code of Ethics often...